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Reports and Technical Reports

Graduate School of Business and Public Policy (NPS-GSBPP)

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Industry and Public Sector Cooperation for Information Sharing, Boston

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Industry and Public Sector Cooperation for Information Sharing



MIST

The Multimodal Information Sharing Team (MIST) engages with government agencies and private sector shipping to improve the sharing of threat information. MIST examines the sharing of threat information in local communities through a series of research activities and events held at individual ports across the United States. In response to initial findings showing the inter-dependence of the maritime, land, and air domains, MIST expanded their focus and changed their name in 2011 to include a wider representation of the supply chain. The new *Multimodal* Information Sharing Team focuses on engaging stakeholders across the shipping industry, including stakeholders from seaports, airports, trucking, rail and pipelines. Our goals are to:

- ▶ Create a structure for collaborative problem solving
- ▶ Capture best practices in collaboration & information sharing
- ▶ Convey unique local issues to national policy makers

MIST is centered at the Naval Postgraduate School (NPS) and was established in the fall of 2008. MIST works in collaboration with:

- DOT-MARAD
- GMAII
- NMCO
- ISE
- DHS-USCG, CBP, TSA
- FBI/DOJ
- DoD-MDA EA, DON & ASD-HD

*Complete reports are available upon request
from shocevar@nps.edu*

Boston Key Findings

Motivations energize human behavior and should be addressed when planning for the sharing of threat information. Similar to other ports MIST has visited, Boston participants stressed operational and financial incentives for information sharing. For the private sector, this means efficiency, resiliency, & legal compliance. These operational issues are closely tied to their strategic goals of customer service and safety. Finally, all participants are motivated by personal drivers such as working for the common good and developing strong, trusted relationships. These motivations should help drive federal strategic communication plans.

Collaborative capacity is the capability of organizations to build the institutional mechanisms that support collaboration. Collaboration requires deliberate leadership attention in five domains: strategy & purpose, structure, lateral mechanisms, reward systems, and people. Boston participants do recognize the importance of collaboration but feel that they need more guidance and better synchronization of policies. Limitations to collaboration include inadequate resources and structures, reduced participation of the private sector in training and planning, and the lack of organizational incentives. Participants also acknowledged the importance

"We're already linked together now in a business sense...we're all integrated."



of maintaining strong intergroup support and including a cost/benefit analysis when designing information policies. Organizations need to rely on more than the good will of stakeholders to achieve collaborative outcomes and this requires stronger leadership support from local and federal agencies.

Threat information needs to be readily accessible and relevant. Boston and other participants want easier access and information that is more useful, desirable, and easy to use. These three requirements are consistent across all ports to date and should be addressed through the application of an iterative, user-centered design process for IT systems.

Local models for information sharing can help other ports learn best practices. Boston participants considered face-to-face meetings an important mechanism. The top meetings include the daily Massport meetings, the weekly maritime security meetings, and the weekly port operator group meetings. DHS is also considered an important element in information sharing.

Participant Recommendations

Information

- ▶ Create private sector distribution lists for fusion centers
- ▶ Coordinate existing information systems
- ▶ Open the MIC list serve to other domains
- ▶ Distribute contact information

Process

- ▶ Address the process for stripping classified information
- ▶ Investigate NEDRIX as an information tool
- ▶ Increase private/public interaction
- ▶ Share situational reports
- ▶ Increase use of National Infrastructure Protection Plan (NIPP)

Practices

- ▶ Increase relationship building across transportation modes
- ▶ Create training opportunities that include the private sector